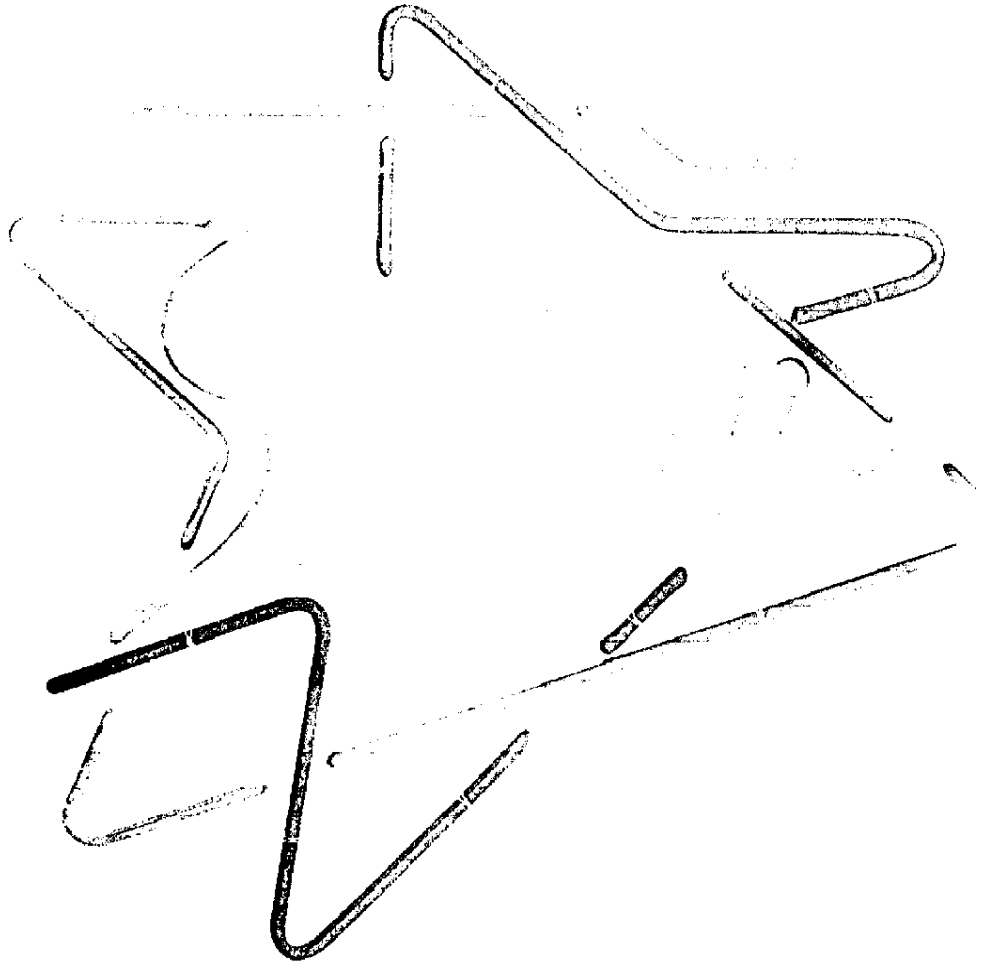
SALES MERCHANDISER

RJR Sales Company / May-June 1989



Salem is the 'star' in test of innovative sales/marketing program

51859 5441

Source: https://www.industrydocuments.ucsf.edu/docs/fpfn0000

Orientation shows support

Recently we welcomed another group of men and women who came to Winston-Salem to attend our new sales representatives' orientation. They joined thousands of others who preceded them, making the annual orientation meeting a tradition going back more than 40 years.

What an energetic group they were! Bright, inquisitive, full of ambition and eager for success in their chosen profession. Seeing the kind of top-notch people we continue to attract makes me feel very confident about our future. It's a real tribute to our field managers who, year after year, are able to recruit the best possible talent, competing against all other consumer goods companies.

I think all of us remember the excitement of our sales orientation. You came, as I did, to learn more about our company, to see the factories and offices and meet the people behind the scenes who support your sales effort in the field.

We learned that the position of sales representative is vital to the company and its importance is growing as we focus more attention on the retail segment of our business.

We discovered that a sales rep's starting position can take a person anywhere in the company that he demonstrates the ability, readiness, desire and willingness to go. And despite the occasional loneliness of your assignment, there are thousands of people at the home office, along with your managers, supporting you daily, urging you on and wishing you well.

This year, more than 200 sales representatives returned to their divisions committed to the company and encouraged by the promise of a bright future in the best sales organization in the country. They left charged up, ready to meet any challenge ahead of them. Their enthusiasm is contagious; you can feel it.

Perhaps that is why the orientation meeting has been so successful for so many years: It serves us all — those who attend, and the rest of us who remember the experience.

Ron Beasley

Ron Beasley
Senior Vice President - Field Sales

ON THE COVER:

This glowing neon "Salem star" serves as the vibrant, contemporary symbol of the Black Initiative campaign, appearing on everything from video vans to cocktail napkins in Chicago, Cleveland and Memphis, where the program is being tested. An article on the implementation of the program in Chicago begins on page 4.

51859 5442

Source: https://www.industrydocuments.ucsf.edu/docs/fpfn0000

Employees join fight for rights in Memphis

When smokers' rights came under heavy attack in Memphis, Tenn., recently, RJR sales and the public issues department worked closely together to bring about a key victory for smokers.

After a call from public issues warning her that the Memphis City Council was about to enact stringent smoking restrictions on small businesses, Division Manager Phyllis Johnson went right to work.

Johnson and Division Training and Development Manager Harvey Hairston helped put together a small but dedicated coalition of wholesalers and retail customers to fight against the unfair smoking restrictions.

"The first thing we did was call all our wholesalers and get them on board," said Johnson. "The response was great. Nearly half the wholesalers showed up personally at the council meeting to support smokers' rights."

Meanwhile, public issues sent thousands of letters to smokers in Memphis urging them to take action and contact their city council members.

Then Johnson began to recruit other small businessmen — shop operators, store owners or anyone who would be hurt by restrictions — and encouraged them to let their city council members know they opposed the restrictions.

Just before the key council session, public issues made phone calls to several thousand smokers and urged them to attend the meeting.

The result of all this work was a victory for smokers. The Memphis City Council voted down the restrictions, 7 to 4. And the victory was not hollow. Six weeks later, anti-smoking forces rose up again, but the council refused even to vote on further restrictions.

Working together, public issues and

(see 'Fight,' page 14)

Pager is developed

Because store managers are busy people who cannot spend a lot of time in their offices, RJR merchandising has developed an innovative pager unit for the RJR electronic cigarette security system. Butch Oringderff, national manager – merchandising, shows the portable pager unit that beeps when a sensor detects "unusual" activity — too many cartons removed in too short a period of time — at the carton fixture. The unit can be worn on the belt, like any other pager, or left at the office when the manager wants to monitor cigarette security from there. Availability plans for the new units are being developed now.

Pride is key to job success

Editor's Note: Sales Merchandiser *recently received a draft of a presentation by Area Sales Representative Patricia M. Brown at a meeting of her division in Columbia, S.C. We feel that Brown's remarks have wide application and are well worth sharing.*

"Many years ago, I was asked what the motivating factor was in my job. My answer at that time was money . . . based on being female and underpaid, I concluded that I was definitely in it for the money.

Patricia M. Brown

"Being one of the first females hired in the Southeast, I really felt I had something to prove . . . and I wanted to keep that dollar amount growing, since I was convinced that was what really turned me on.

"The backing I received from my co-workers was overwhelming. I realized I had joined a team. The admiration and respect I had for my co-workers and for their accomplishments made me strive even harder to make them as proud of me as I was of them.

"And then it dawned on me that I was working with a team that had the same responsibilities and objectives that I had, and that what really made me tick was *pride* . . . pride in knowing that I had done my best and that I hadn't let my

(see 'Pride,' page 15)

51859 5443

Source: https://www.industrydocuments.ucsf.edu/docs/fpfn0000

Black Initiative program boosts sales

"Gimme a pack of Newport," the man says as he slides two dollar bills across the counter. As the store clerk turns to reach for the cigarettes, the smoker's eye falls on a Salem promotional display on the counter.

"What's the deal on Salem now?" the man asks as he reads the display card. The deal: Buy a pack of Salem and get a free cassette holder, a small zippered bag that can hold 10 audio cassettes, three video cassettes, or other small objects.

"Forget the Newport," the man says, as he picks up one of the Salem packs on display with a boxed cassette holder attached. "I'll take these Salems."

"I see it happen all day long," says Derek Barnes, area sales representative in the South Chicago division, one of the areas where RJR is testing its Black Initiative program.

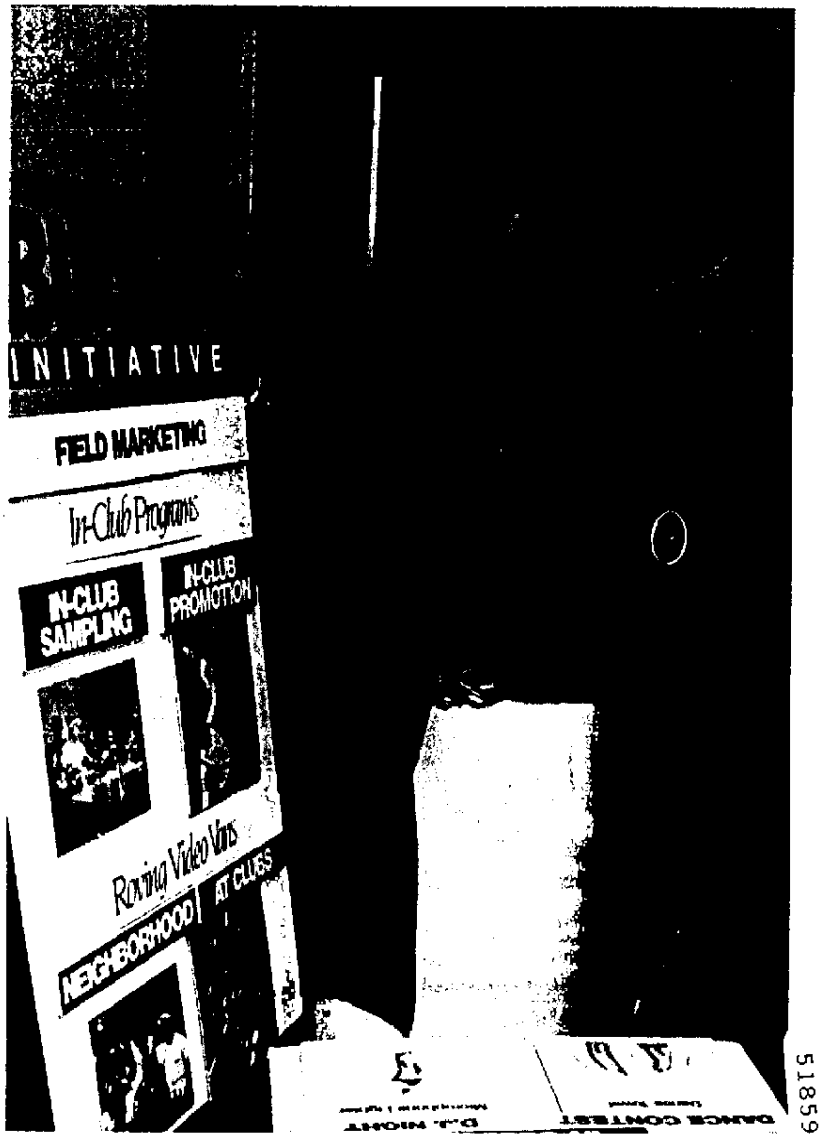
Trial and conversion

The program seeks to gain trial and conversion for Salem among black smokers now smoking competing brands, especially Newport, Kool and other menthols. Special advertising, premiums, promotions and a variety of other carefully coordinated sales and marketing programs began appearing April 1 in Chicago and two other test cities: Cleveland, Ohio and Memphis, Tenn., explains Fran Creighton, manager of black special markets.

"Black Initiative is a team effort, with field marketing managers working closely with field sales in each community," Creighton adds. The program puts Salem "fresh on the scene" — the advertising slogan — in stores, at neighborhood events and in the top black nightspots in each city, she explains.

"Sales and marketing have always been a team, and with this program, we're more of a team than ever," says Jerry Pauling, South Chicago division manager.

"We're like a complete boxer, with two strong hands," says Barry Kelley, East Chicago division manager. "On the one hand, regular programs; on the other, Black Initiative. Put it all together and we're like the Bulls — we're charging!"



The Black Initiative program is a team effort of sales and marketing, says Fran Creighton.

51859 5444

Source: https://www.industrydocuments.ucsf.edu/docs/fpfn0000

The Salem radio promotion, being reviewed here by (left to right) Tony James, Jerry Paulling and Derek Barnes, was a big success in the South Chicago division.

Kelley says, his final comparison inspired by another winning Chicago team.

In the retail trade, reps focus their attention on Salem, with monthly single-pack premium promotions; "fresh on the scene" ads, from storefront posters to billboards on the viaducts that carry Chicago's famous "el" trains; and more frequent calls on smaller, neighborhood retail outlets.

"It's a grass-roots campaign that gives us market saturation like we've never had before," says Tony James, South Chicago training and development manager.

In the evenings, Salem remains "fresh on the scene" with the target market of younger-adult black smokers in their favorite nightclubs, says Allison Perkins, Chicago field marketing manager. "The club scene is appealing to our target, and we are there too, sampling and giving away premiums."

Clubs also can get napkins, cocktail stirrers, trays and other serving items decorated with the "Salem star" logo in colorful, neon graphics, Perkins adds. Neon Salem stars will be available later for installation in participating clubs, she says.

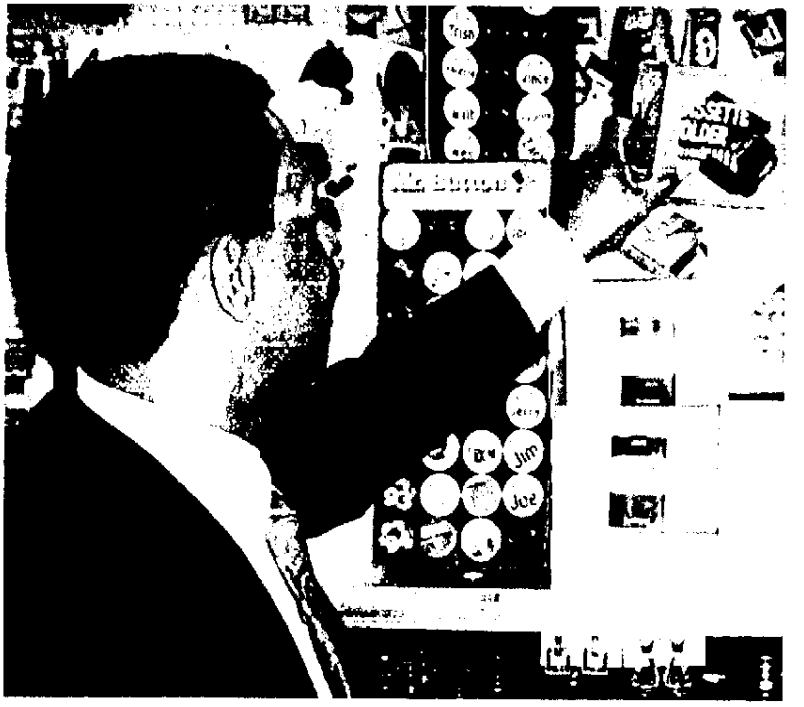
Also making the club scene are the Salem "video vans." These brightly-painted vans are fitted with state-of-the-art electronic equipment that allows the Salem marketers to entertain clubgoers outside the clubs with music videos and live video coverage of the action inside, via remote video camera, Perkins says.

During the day, Chicago's three video vans stay busy calling on retailers, in visits coordinated with sales reps' calls, Barnes explains. A smoker can redeem his store sales slip from a purchase of Salem for a free pack, a cap, T-shirt or other premium item on the van, Barnes explains.

The vans also create a "presence" for Salem at street festivals and other neighborhood events, Perkins adds. "We're going to be at most of the neighborhood festivals, and in a community like Chicago, that's important," says Perkins, a Chicago native.

Counting retail, club and neighborhood

(continued next page)



Derek Barnes finds a spot for a Salem cassette-holder display.

51859 5445

Source: https://www.industrydocuments.ucsf.edu/docs/fpfn0000

(continued from page 5)

stops, each van takes part in or creates some 60 "events" each week, Perkins estimates. "We work the streets and stores all day and the clubs at night," she says. "It can be 20 hours a day, seven days a week."

Even the retail promotions have attained the status of neighborhood "events," Pauling says. "I've never seen anything like it . . . I've seen 60 cartons sell in 20 minutes. The displays literally sell out as fast as you can put them up."

"The retailers are enthusiastic because they can see that the smokers are excited," Barnes says. "The word spreads so fast on the street that I've got retailers asking me about the promotion before I can open my mouth. They want the premiums, the promotions, the advertising — anything we can give them."

Just a half-day with Barnes on his assignment shows the impact that Black Initiative is having on the target market.

At RHA Food & Liquors, a high-volume outlet on S. Damen Avenue, the Newport smoker buys the first pack of Salem from one promotional display while Barnes is setting up another nearby. A new promotional display unit will be available soon, to provide a "home" for promotions, and to enhance Salem's presence in the stores, Barnes notes.

"Fresh on the scene" advertising is installed in overhead package merchandisers.

While Barnes is posting "fresh on the scene" ads, another retailer walks in and asks Barnes to put his shop on the van's schedule. "People are coming over here from the West Side and going back, talking about the van and the premiums, and the retailers want them over there, too," Barnes explains.

The leadoff promotion in April, a free portable radio, with a one-pack purchase, produced memorable results, retailers say. "I'm selling five or six packs of Salem a day, all of a sudden, it's five or six cartons," says a clerk at RHA. Many competitive smokers continued to buy Salem after the premiums ran out, he notes.

Everywhere Barnes goes, retailers ask when another radio promotion is planned. On this wet spring afternoon, several planned appearances by the video van are rained out, and retailers are eager to reschedule makeup visits. "They know the van means sales," Barnes says.

The crew of the Salem video van joins the action at the Riviera nightclub.

51859 5446

Source: https://www.industrydocuments.ucsf.edu/docs/fpfn0000

At MacMakin's Drugs on South Racine Avenue, "those radios did real well," recalls the proprietor, Mrs. MacMakin. As Barnes pulls away, she is placing the two cassette-holder promotional displays she bought from Barnes in her store windows. "They know our promotions will bring the business in," Barnes comments.

"You got more radios?" a clerk at OK Super Food Market on South Aberdeen Avenue asks as Barnes walks in. While Barnes sells and sets up the new promotion, another clerk rings up an order for a customer with a Salem radio clipped to her blouse and earpieces firmly planted in her ears.

"They would have all been gone the first day if I hadn't put a few back to give our regular customers a chance to get one," the clerk says. "People are still asking for them."

Pattern for the day

That is the pattern for the rest of the day: at Three Brothers Food & Liquor on South Ashland Avenue, at Morgan Liquors on Garfield Blvd., at Royal Food & Liquors on South Stewart Avenue, they remember the radios, buy the cassette displays and sell a lot of Salem. At Three Brothers and Morgan, clerks say a new Benson & Hedges Menthol radio offer is not selling well; after several days, the displays are still full.

"You gotta buy two packs to get the radio, and then you gotta buy batteries," a clerk notes. "So they just sit there."

That night, Perkins and the video van crew, Donald Lewis and Denitra Gardner, are busy sampling Salem and giving away lighters at the Riviera Club, where Chicago's leading black radio station is sponsoring an appearance by singer Chakha Khan.

"Salem is 'in' at all of the 'in' clubs in town, now," Perkins shouts over the driving beat of the music. "Whenever they've got something special, they want the Salem video van there, too, and their patrons expect it." Later, the van will move to Legends, a popular sports-oriented club, where patrons will view a rebroadcast of tonight's Chicago Bulls NBA playoff victory.

"We'll go on like this all night, because the crowds change during the evening, and you reach different segments of the target market at different times," Perkins explains.

Creighton says the Black Initiative may be expanded to other key markets in the future, depending on test results. Pauling says that the program is too new for final judgment, but adds that early results are encouraging.

"We are beginning to see a positive impact on both the retail and wholesale levels," Pauling says. "We feel good about making our objectives. Most significantly, we are making Salem a viable choice for our target market of younger-adult smokers."

"Wherever our market is, we're there with Salem today," Perkins declares, "just like the ads say, 'fresh on the scene.' "

Denitra Gardner gives away sample packs of Salem inside the Riviera.

51859 5447

Source: https://www.industrydocuments.ucsf.edu/docs/fpfn0000

Public warehouses vital to distribution

You've just called in a big order to customer services in the home office. Ever wonder how that big order gets filled?

Reggie Johnson may be the one who gets that order moving, on its way to your customer.

Johnson eases his lift truck forward and gently picks up the stack of RJR cigarette cases, towering three pallets high — about 18 feet — into the shadows near the ceiling of the cavernous warehouse. Johnson eases into reverse, stops, pivots and pulls away. His skyscraping load sways gently as he rolls along, makes several smooth turns and deposits the mountain of cigarettes in a new location.

It's all in a day's work for Johnson and his fellow warehousemen at Dry Storage of Georgia, near Atlanta. Dry Storage is the public warehouse through which Reynolds Tobacco ships cigarettes to many of its customers in the Southeast. When customer services transmits your order to the one of RJR's 79 public warehouses that serves customers in your area, someone like Johnson springs into action, rolling that order on its way.

"It takes years of experience and a steady hand," says Henry Andrews, assistant operations manager at Dry Storage. "You've gotta be good to move 'em like that."

All the warehousemen have to be good at their jobs, to stay abreast of the daily tide of RJR cigarettes, up to 17,000 cases a day, Andrews says.

Around noon on a typical day at the warehouse, the lift-truck operators are really hustling as they unload the last of four tractor-trailers packed with RJR product that arrived during the morning. They chalk the date of manufacture on the side of each pallet in large numerals that will be easy to spot when the time comes for shipping or rotation.

Meanwhile, Melvin Boyce, the warehouseman responsible for the RJR account, marks spots on the floor where incoming cigarettes are to be stacked, and marks pallets to be pulled for shipment later that day. Boyce also handles product rotation, ensuring that the first cigarettes in are the first out when "pickers" pull product to fill orders.

"Melvin knows the RJR section like the back of his hand," says Russ Watkins, inventory controller. "He knows where and how much of each brand we have, and the order to ship them in."

Most of the outbound shipments are handled by Carmac Transport, Dry Storage's own truck line. "We use our own trucks — and the same outside lines and drivers, when necessary, so they know the value of cigarettes, the importance of timely delivery and just what RJR expects," Andrews says.

Public warehouses are independent businesses, not RJR operations. But because they are the last link in the chain of distribution between the company and its direct accounts, they must share the company's total commitment to quality products and service, explains William Gore.

Cigarette inventory is part of the daily routine for Henry Andrews (left) and Russ Watkins.

51859 5448

Source: https://www.industrydocuments.ucsf.edu/docs/fpfn0000

DISTRIBUTION

manager – finished tobacco products distribution.

Warehouse locations are selected to facilitate same-day or next-day delivery of orders, Gore says. "This system enables us to maintain inventory closer to our customers, so we can respond more quickly, giving us maximum flexibility to meet customer demands for the freshest product and the best service, at a competitive cost."

Efficient service also helps the company's customers cut costly inventories, Gore adds. For maximum efficiency, the company is linked to each warehouse by computer, and orders, invoices and bills are handled electronically, he explains.

Field sales rarely deals directly with public warehouses, working instead through customer services and distribution to resolve complaints, Gore says. Distribution monitors the warehouses closely, to head off potential problems.

The company transmits a daily inventory to each warehouse, and each warehouse must report its RJR inventory monthly, Gore says. The company also conducts an unannounced annual audit of each warehouse. Auditors check inventory, the condition of buildings and equipment, stock rotation and other handling procedures, security, pest control and general housekeeping, Gore explains.

Andrews and Watkins watch Reggie Johnson move a stack of Salem three pallets high.

Dry Storage's operating procedures are fully compatible with RJR requirements, Andrews says. The warehouse is inventoried each day, and product rotation is checked daily for freshness, he explains. Pallets are even rotated from the bottom to the top of stacks when necessary, to avoid product damage, he adds.

A floor-scrubbing machine constantly bustles up and down the aisles, whisking away dirt and leaving a slightly damp track in its wake, cutting down on dust. Pest control and security are handled by professional contractors. Customer-service representatives handle orders, track shipments and check complaints — which are rare, Andrews says proudly.

Careful handling of the product and dedication to service are Dry Storage of Georgia's strong points, Andrews and Watkins agree.

"Every employee in the warehouse or on the truck knows the value of that case of cigarettes, so they handle the product with the respect it deserves," Andrews notes.

"The thing we do best is keep the customer happy," Watkins adds. "We do anything we can to make the customer satisfied — that's our main goal, every day."

Robin Vincent, a customer service representative, processes an RJR order.

51859 5449

Source: https://www.industrydocuments.ucsf.edu/docs/fpfn0000

Mass displays have sales 'smokin' in Spokane

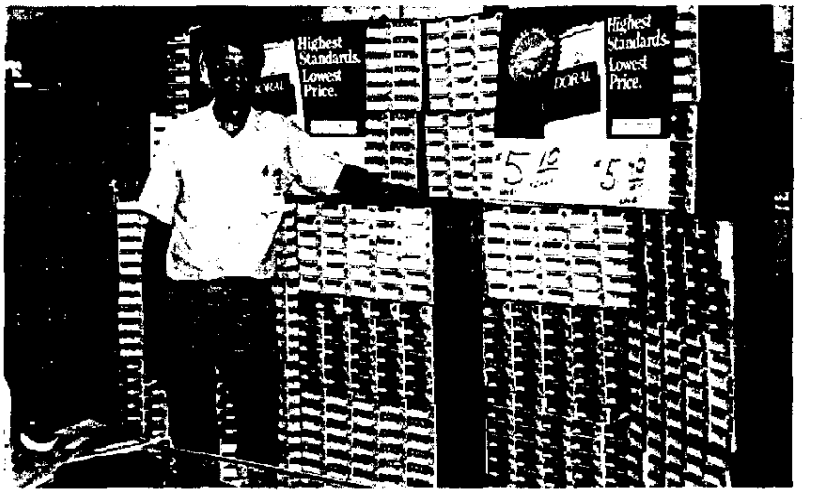
RJR sales has been "smokin' in Spokane" recently as area sales representatives in the Spokane, Wash., division have blitzed their assignments with volume-building mass displays and winning brand promotions.

During one recent quarter, the successful sellers from Spokane sold an extra 180 cases of Camel Filter and Camel Lights alone, thanks to an extra effort behind Camel 75th-birthday promotions. Doral and multi-brand mass displays also generated substantial volume at many locations.

Area Sales Representative **S.K. Snyder** placed mass displays offering 6,000 Camel party mugs, 1,000 Camel auto shades, 1,000 Camel sunglasses and 2,000 Camel lighters in her Roadrunner stores and Brown's Smokeshop.

Snyder sweetened her sales success at Brown's with a 360-carton mass Doral floor display that sold out in just over two weeks.

Area Sales Representative **B.A. Johnson** placed Camel mass floor displays with 2,500 mugs, 1,000 auto shades and sunglasses and 3,000 lighters at Hauser Smokeshop, Jifi Stop Stores and Grannis Oil stores. At Hauser Smokeshop in Hauser, Idaho, Johnson also placed a continuing Doral mass floor display that sold out week after week, eventually selling 1,440 cartons of Doral.



Display at Fort Lapwai in Idaho sold a lot of Doral for A.J. Nacke.

Area Sales Representative **C.W. Merritt** placed Camel mass displays in three Sure Save stores, totaling 2,000 mugs, 2,000 auto shades, 1,000 sunglasses and 3,500 lighters.

Meanwhile, Area Sales Representative **A.J. Nacke** built new Doral volume with a 720-carton Doral mass floor display with $2-off coupons at Fort Lapwai in Lapwai, Idaho.

In Milton-Freewater, Ore., Area Sales Representative **W.H. Winters** sold out a 750-carton mass multi-brand floor display at Griggs Market in less than two weeks, and sold out a 1,200-carton mass multi-brand floor display at Big Apple Food Warehouse in less than three weeks.

Spokane reps don't forget to beat the competition while they run up the volume score. Area Sales Representative **R.S. Brouwers** booted the competitive cowboy's overhead fixtures out of two Chevron Mini-Marts in his assignment, replacing them with RJR Overhead Package Merchandiser III units.

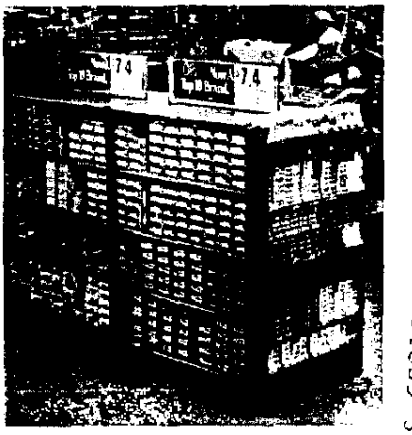
Consolidation: a solid success

When you talk about RJR savings center consolidation, the emphasis is on the "solid" — a more solid and dynamic position for RJR in the fast-growing savings segment of the cigarette market.

In the Harris Super Markets chain, **Frank Thomas**, division special accounts manager in the Eastern North Carolina division, recently completed a consolidation campaign that replaced the competitive clutter in the stores with a single, neat, orderly RJR consolidated cigarette savings center fixture with prime position in each store.

Division Manager **J.D. Gray** says that the chain likes the new savings center configuration so well that when the Philip Morris rep grumbled that he would not pay for display on RJR equipment, a store official replied: "I'd rather have the consolidation than to have your money."

But best of all, the consolidation almost tripled Doral display rows from 224 rows in eight stores to 648 rows in nine stores, and Doral inventory from 1,120 to 3,240 cartons. Those are the kind of "solid" results that make consolidation a good move for stores and RJR alike.



RJR fixture occupies a prime position.

51859 5450

Source: https://www.industrydocuments.ucsf.edu/docs/fpfn0000

Division wins sales battle

The Evansville, Ind., division is divided between two states, with four reps assigned to Indiana and five reps with Kentucky assignments. Division Manager **J.D. Boehm**, division Special Accounts Manager **A.C. Fowler** and division Training and Development Manager **M.S. Goring** recently staged a "War between the States" competition between the Indiana and Kentucky reps, with the real motivation being to improve RJR presence in all retail accounts throughout the division.

The real "winner" was the whole division, with the addition of 42 permanent counter displays, 31 continuous counter displays, 28 Doral Savings Centers, 20 Flex units, 15 permanent floor displays and 13 centralized package merchandisers. And the only real casualty was the outside competition, which suffered serious merchandising, volume and share losses with every friendly skirmish of the Indiana and Kentucky RJR reps.

Old Joe stars in shop window

Pedestrians strolling along busy Main Street in Dallas will be greeted by the smiling face of Old Joe, the irrepressible dromedary who stars in Camel advertising — and numerous other RJR cigarette brand advertising pieces — for the next year as they pass the Barons/Dobbs House in the Interfirst Building. This prominent exposure for RJR was secured by Sales Representative **M.L. Moore** of the Dallas Mid-Cities division.

Moore showed ingenuity and perseverance in getting approval to place RJR advertising in the building's show window on Main Street for all future quarterly promotions.

Combination kayos cowboy

RJR's "combination" fixture concept is proving to be a real knockout combination punch, reports Lexington, Ky., Division Manager **D.P. Fitzgerald**. RJR merchandising is in and the cowboy is being counted out in local stores, Fitzgerald says.

Working closely with Fitzgerald and division Special Accounts Manager **R.G. Campbell**, Area Sales Representative **J.R. Bushong** placed a Flex unit and a combination fixture at Shop Wise in Winchester, Ky., replacing three Philip Morris units.

At U-Save in Winchester, Bushong again replaced three Philip Morris fixtures with RJR Flex and combination units, this time gaining 11 additional rows for full-price brands and exclusive savings-segment merchandising with 23 additional rows.

Expanding the combination fixture concept to the chains in the area, Campbell placed custom-made units throughout the 13-store Food Fair Super Market chain, replacing two to three competitive units at each store.

And combination fixtures were placed in nine Foodtown Super Market locations, doubling the savings segment section in each store, from 26 to 52 rows.

Fixtures customized for market

When Baker's Markets, a high-volume 10-store supermarket chain in the Omaha, Neb., area, decided it wanted customized cigarette merchandising units, the competition made an aggressive bid for the business. But RJR's Omaha Division Manager **E.J. Twohig** won the day with an unbeatable combination: smart selling and the best fixtures.

RJR's total merchandising system provided the flexibility and features that Baker's Markets needed in their merchandisers. And Twohig's creativity and the customizing capability of the fixtures provided the chain a unique and distinctive appearance with custom colors and signage. The result: RJR continues to enjoy a dynamic presence in both carton and package merchandising in this important, high-volume supermarket chain.

E.J. Twohig created customized fixtures for Baker's Markets.

51859 5451

Source: https://www.industrydocuments.ucsf.edu/docs/fpfn0000

Louisville reps rip competition

The successful sellers of the Louisville, Ky., division are known for their efforts in capitalizing on the Kentucky Derby each year with volume-building advertisements and promotions.

But there are 51 other weeks in Louisville's year, and every one presents new sales and volume opportunities.

Recently, Sales Representative **S.B. Rife**, assisted by division Special Accounts Manager **T.W. Martel**, sold Baker's IGA in Seymour, Ind., a 14-foot Flex system, replacing a competitive fixture.

Martel also helped Sales Representative **B.R. Browning** herd the cowboy's last fixtures into the sunset and out of Sav-U-Foods in Radcliff, Ky., increasing RJR display and inventory significantly.

Martel and Browning placed two Flex units, one for full-price brands and one for savings-segment brands, and a spring-load package merchandiser, replacing a Philip Morris shelf unit and four package fixtures.

S.B. Rife sold Baker's IGA a 14-foot Flex system, replacing a competitive fixture.

Doral units sweep stores around Detroit

When the super sellers of the West Detroit division hit the street with the new Doral consolidation contract and fixture, the competition hardly knew what hit them. By the time the cowboy and other competitors counted up their casualties, 221 competitive savings centers had been replaced by 101 RJR consolidation units — in just six weeks.

Area Sales Representative **A.R. Miller** earned the nickname of "Top Consolidator," replacing 35 competitive units with Doral consolidation fixtures. Area Sales Representatives **A.H. Gronda, P.L. Preston, D.D. Funkhouser, J.P.McMillan, M.L. Sharpe, R.L. Bleibtrey** and **P.J. Behen** all sold eight or more consolidation units, replacing 129 competitive savings centers.

Division management provided the essential elements of speed and surprise, to keep the competition off guard and off balance until they were off the premises of stores all over the division area.

Division Manager **J.J. Ellegate** and division Training and Development Manager **M.D. Hancz** joined division Special Accounts Manager **W.J. Smith** and his crew in helping the reps build and install all units within seven weeks.

Results of the West Detroit consolidation blitz were impressive: More than 75 percent of all competitive savings centers were removed, RJR gained 1,218 display rows for Doral and an additional 113 cases of Doral were sold during the seven-week period.

RJR in command at Piggly Wiggly

At Piggly Wiggly Supermarket in Grantsboro, N.C., Area Sales Representative **C.W. Patrick** of the Eastern North Carolina division recently sold a custom two-end-cap merchandising unit, adding 104 rows of full-price brands.

Patrick also consolidated the savings-segment brands scattered about the store into a single Doral Savings Center, adding 42 rows for Doral in the process.

To complete the overhaul of Piggly Wiggly's front end, Patrick booted out the competitive cowboy's spin fixture, replacing it with an RJR universal package merchandiser. RJR thus enjoys a commanding presence in this key 550-carton-per-week outlet.

51859 5452

Source: https://www.industrydocuments.ucsf.edu/docs/fpfn0000

RJR reaps bumper crop of N.J. sales

RJR is harvesting a bumper crop of volume in and around the Garden State, thanks to the hard work and careful cultivation of the sales force in the New Jersey region.

In the Newark, N.J., division, Sales Representative **Ann Marie McGrath** placed an RJR Flex unit for savings-segment brands at Ridge Deli & Liquor in Kearney, N.J., eliminating a competitive fixture.

McGrath also placed an RJR universal package merchandiser for self-service pack sales at Met Foods in Kearney. The store previously sold packages only from vending machines.

Division Manager **G.B. Brown** of the Newark division consolidated all savings-segment sales in Doral Savings Center fixtures at three high-volume Singer Shop Rite stores. The stores also have accepted RJR permanent and continuous counter displays and overhead units.

In the North Jersey, N.J., division, division Special Accounts Manager **R.J. Westenberger** sold the high-volume Glass Shoprite in Pearl River, N.Y., on consolidating savings-segment brands and tobacco products on a single RJR fixture, replacing a competitive unit.

And at the Glass Shoprite in Rochelle Park, N.J., a 2,400-carton-per-week outlet, Westenberger replaced three competing savings centers with an RJR unit, increasing RJR savings-segment rows from 12 to 34.

In the Yonkers, N.Y., division, Area Sales Representative **L.G. Miller** and Special Accounts Manager **R.C. Genantone** converted Lloyds Super Store, a 2,000-carton-per-week outlet, to self-service operation. They placed 12 feet of Flex with electronic security, a Doral Savings Center and three universal package merchandisers.

Two new Flex units were placed in Circus Foodtown by J.I. Macdonald.

In Tappan, N.Y., Genantone and Area Sales Representative **M. Deo** beat the cowboy's bid for new merchandisers when they sold V&S Variety on 16 feet of Flex.

And in the South Central Jersey division, Area Sales Representative **J.I. Macdonald** enhanced RJR's sales presence at Circus Foodtown in Tom's River, N.J., with two new Flex units.

Doral sales are booming in Oklahoma

Doral sales are better than "O.K." around Tulsa, Okla. — they are great, with Tulsa division reps placing 19 Doral floor displays of five or more cases in one recent month. Doral's competitive edge was honed even sharper by placement of $2-off coupons.

For example, at Cardinal Foods, a high-volume outlet in Wilburton, Okla., Area Sales Representative **R.D. Eagan** placed a display containing 300 cartons with $2-off coupons and 400 packs with 25-cent price reductions.

And at Shelton's Market, a high-volume outlet in Stigler, Okla., Area Sales Representative **B.N. Rogers** placed an 800-carton Doral display and sold management on an RJR Flex end-cap as a permanent Doral Savings Center when the display is sold out.

Big volume opportunity for RJR created by Biggs Hyper Shoppes

Everything about the three Biggs Hyper Shoppes in Cincinnati is as big as the stores' name implies — including a big opportunity for RJR volume.

The stores are big — the first, a 200,000-square-foot variety discount store, was soon followed by a 220,000-square-foot superstore and a 120,000-square-foot grocery store. Annual sales are big, too, in the range of $100 million per store. Even the locations are big. The newest Biggs is at Forest Fair Mall, the biggest mall in the United States.

When it came to cigarette merchandising in these big Biggs stores, **R.L. Amazon**, senior chain accounts manager in the Cincinnati chain division, naturally thought big. After a tough sales battle with the competition for this choice account, Amazon succeeded in selling each store 24 feet of Flex carton merchandisers with a high-profile gondola end frame.

Amazon even managed to slip in some in-store advertising, not usually permitted by the Biggs chain. RJR advertising signs are permitted on the Flex and gondola end-frame canopies, and Biggs permitted Amazon to outfit each checklane with RJR order dividers — a significant presence in itself in a store with 53 checklanes!

As might be expected, Amazon's efforts have paid off big, with RJR's share of market in the stores at 45.2 percent and steadily increasing.

51859 5453

Source: https://www.industrydocuments.ucsf.edu/docs/fpfn0000

PROMOTIONS & APPOINTMENTS

D.M. Williams has been promoted to area training and development manager in the North Atlantic sales area.

Williams joined the company in 1975 as a sales representative in the Macon, Ga., division, where he was promoted to area sales representative the following year. Williams was promoted in 1981 to assistant division manager in the S. Atlanta division, where he was promoted to division manager in 1985. He was promoted to training and development manager in the C&S Southeast region last year.

C.A. Fredricks has been promoted to area training and development manager in the Mid-Western sales area.

Fredricks joined the company in 1978 as a sales representative in the Flint, Mich., division, where she was promoted to area sales representative in 1979. She was promoted to assistant merchandising manager in the Detroit chain division in 1980, to merchandising manager in 1982 and to assistant division manager in the Green Bay, Wis., division later that year. Fredricks was promoted to division manager in the Rockford, Ill., division in 1986 and was promoted to training and development manager in the C&S central region last year.

J.A. Geeting has been promoted to Milwaukee senior chain accounts manager.

Geeting joined the company as a sales representative in the Denver division in 1974, and was promoted to area sales representative in the Billings, Mont., division later that year. He was promoted to assistant division manager in the Albuquerque, N.M., division in 1977 and to division manager in the Salt Lake City division in 1982. Geeting was promoted to Milwaukee chain accounts manager in 1985.

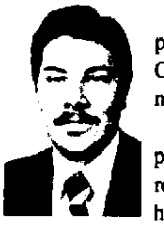
D.E. Vaught has been promoted to Central Los Angeles senior chain accounts manager.

Vaught joined the company in 1971 as a sales representative in the Seattle division, where he was promoted to area sales representative in 1972. He was promoted to assistant division manager in the Renton, Wash., division in 1973 and to division manager in the S. Seattle division in 1976.

Vaught was promoted to chain accounts manager in the Seattle chain division in 1979 and to sales training and development manager in the Pacific/Mountain sales area in 1982. He was named Sacramento, Calif., chain accounts manager in 1988 and national accounts manager in the Planters western region later that year.

S.R. Qualkinbush has been promoted to Kansas City, Kan., senior chain accounts manager.

Qualkinbush joined the company in 1971 as a sales representative in the Indianapolis division, where he was promoted to area sales representative the following year. He was promoted to assistant division manager in the N. Chicago division in 1974 and to division manager in the E. Chicago division in 1981. He was promoted to Kansas City, Kan., chain accounts manager in 1985.



C.H. Norris has been promoted to Columbus, Ohio, chain accounts manager.

Norris joined the company in 1975 as a sales representative in the Manhattan, N.Y., division, where he was promoted to area sales representative the following year. He was promoted to area manager – merchandising in the New York chain division in 1979 and to assistant division manager in the N. Jer-

Fight for rights

(continued from page 3)

sales made a major impact on the Memphis City Council and smokers' rights were preserved. This kind of RJR teamwork can make a difference anywhere in the country when smokers' rights issues become a priority.

Sales force members who hear about proposals for restrictions or excise tax increases in cities and state legislatures should immediately call the Action Alert Hotline at 1-800-333-8683. Please be sure to identify yourself as a sales employee when you call.

Memphis, Tenn., newspapers reported the success of a smokers'-rights campaign organized by Phyllis Johnson and Harvey Hairston of the Memphis division.

51859 5454

Source: https://www.industrydocuments.ucsf.edu/docs/fpfn0000

PROMOTIONS & APPOINTMENTS

sey, N.J., division in 1980. Norris was promoted to division manager in the Suffolk, N.Y., division in 1984 and to region training and development manager in the C&S northeast region last year.

P.N. Vlahos has been promoted to N. San Francisco chain accounts manager.

Vlahos joined the company in 1980 as a sales representative in the San Francisco division, where he was promoted to area sales representative the following year. Vlahos was promoted to assistant division manager in the San Francisco division in 1983 and to division manager in the S. Denver division in 1986. He was promoted to region training and development manager in the C&S western region last year.

K.N. Wadia has been promoted to Dallas Mid-Cities chain accounts manager.

Wadia joined the company in 1976 as a sales representative in the W. Houston division, where he was promoted to area sales representative the following year. He was promoted to training and development manager – field in the Houston region in 1982, to merchandising manager – field in the Houston chain division in 1983 and to assistant division manager in the N. Houston division later that year. Wadia was promoted to division manager in the W. Houston division in 1985 and to sales personnel manager in the home office in 1988. He was named region training and development manager in the C&S southwest region later that year.

C.A. Crouch has been appointed division manager in the Washington division. She was sales training manager in the home office.

J.B. McConnell has been promoted to division manager in the Jackson, Miss., division. She was special accounts manager in that division.

E.C. Wheedleton Jr. has been promoted to military headquarters manager in the Washington regional office. He will report to R.C. Gaillard, director, military sales.

Wheedleton joined the company as a sales representative in the Richmond, Va., division in 1965 and was promoted to area sales representative in the Washington division in 1969. He was promoted to military/institutional manager – field in 1971 and to special accounts manager in the Alexandria, Va., division in 1986. He was promoted to regional sales manager – military, east coast last year.

To senior secretary, home office: **Nikki D. Lail.**

To sales materials management associate coordinator, home office: **Andrea H. Lewis.**

To distribution assistant, home office: **Ronald G. Moser.**

To sales personnel assistant, home office: **Deborah W. Cutright.**

To computer operations coordinator, home office: **Lena L. Fulp.**

To sales facilities specialist, home office: **Vicki L. Boles, Julie H. Bowman.**

To senior transportation analyst, home office: **Max H. Hutchison.**

To division military sales manager: **Jeffrey A. Brenton**, Washington division; **Albert W. Rice**, Charleston, S.C., division.

To division special accounts manager: **John A. Garcia**, S. Denver division; **Henry C. Seibel**, Ft. Wayne, Ind., division.

To division training and development manager: **Steven F. Knoll**, Central Chicago division; **Phillip D. Hayes**, Cincinnati division; **Steve J. Zitta**, Little Rock, Ark., division.

Pride is challenge of 1989

(continued from page 3)

management or my co-workers down.

"That is what makes us a 'special breed' . . . that undying ability to get ourselves up when necessary, lick our wounds and seek better methods for getting things done. We each have that ability to challenge ourselves.

"It is up to each of us to instill in others our standards, our methods of working and our sense of pride in what we do. Once you have motivated others and made them a part of your team, they begin to have the same sense of pride that you do. This makes every challenge fun and rewarding.

"I welcome each of you to join me to meet the challenge of pride in 1989. It begins with you, in your assignment. Take that second look before you walk out the door. What have we left for our competition to challenge? . . . for ourselves to complete? Does this call reflect the way we want to portray ourselves?

"Don't get caught up in the rat race and forget your ultimate goal: pride . . . pride in yourselves and in your assignments."

51859 5455

Source: https://www.industrydocuments.ucsf.edu/docs/fpfn0000

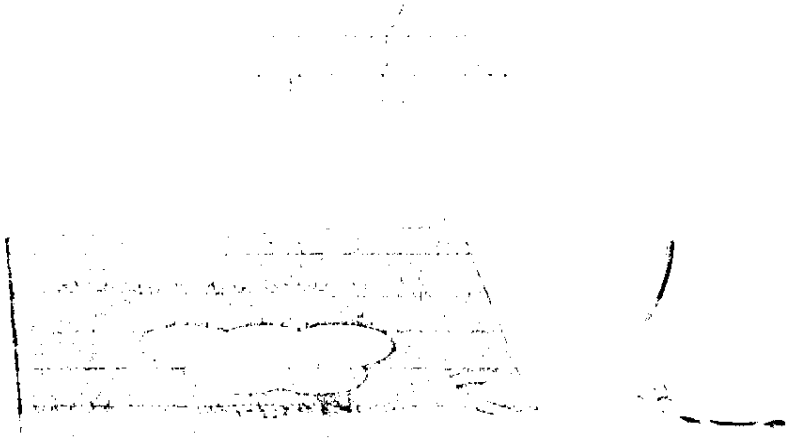
Within each of us lies the potential for greatness.

Born the shy, frail-looking son of a poverty-stricken Alabama sharecropper, Jesse Owens might have been destined for obscurity. Instead, he became the great all-around United States' Olympic track and field star of the 1936 Olympic Games, held in Berlin, East Germany. There, he not only defeated the challenges of his competitors, but triumphed over the boasts of Hitler's so-called "Aryan Supremacy."

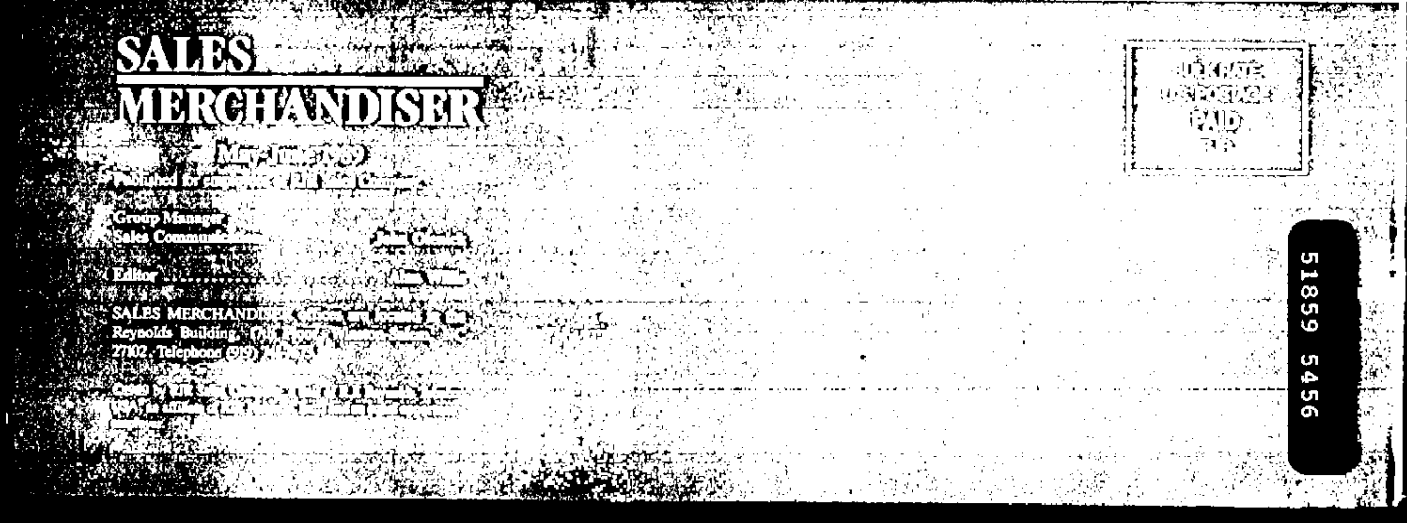
Owens never quit. Despite racial and social prejudices, he surpassed even his own expectations and brought the world to its feet.

Like Owens, you can achieve greatness too. With foresight and determination, you can realize your maximum potential – regardless of life's setbacks. Keep your sales standards high and work hard. The reward is well worth the effort.

James (Jesse) Cleveland Owens
(1913-1980)



© 1989 RJR SALES COMPANY
James (Jesse) Cleveland Owens • The Bettmann Archive



Source: https://www.industrydocuments.ucsf.edu/docs/fpfn0000